

Working Paper #1

Task Force #16

Study of Objectives

1. The members of the Consultants Panel were clear and fairly precise in setting their objectives for OCR relative to the concern of Task Force #16. Based upon their report, their recommendations center upon the creation of a central reference service within OCR, which would in fact be one central point of contact where a user may avail himself of all information located within the Agency which is pertinent to his requirement. The consultants further elaborate the objectives of OCR in CIA by saying that it is the mission of OCR to provide for: the organization and utilization of these written materials (all available foreign and domestic intelligence information) in the best and most expeditious ways possible (p. xii); the highest level of performance obtainable and the creation of a vital and positive reference service, with emphasis on the pertinence of the intellectual content of intelligence materials to the intelligence program of the government (p. xii); a dynamic central reference service essential to the success of the end products of the intelligence effort (p. xii); a dynamic central reference service for the use of the Agency and the intelligence community and, further, provide a positive approach to the utilization of intelligence information in anticipation of intelligence needs (p. xiii).

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2. It must be assumed that the consultants believe that the transfer of FDD/CO and the Map Library, ORR, to OCR would contribute to or accomplish their main and ancillary objectives. Their belief in the validity of the central reference service in OCR and the necessary organizational changes required is further borne out by their use of the major premise of a centralized reference service for CIA in OCR in proposing the reorganization of that office. It is their intent that each OCR service division -- and this would include FDD and the Map Library -- be represented at the central point.

3. It can be assumed that the consultants felt compelled to recommend the transfer of the Map Library Division and FDD into OCR in order to accomplish the necessary organizational framework for building a central reference service. This they were prompted to recommend because, as they say, "Both of these Divisions are performing reference services and should therefore be part of the Office of Central Reference." If the Map Library and FDD were to be transferred into OCR, more objectives than intended by the consultants' report would be accomplished, some of which may be fairly undesirable in their effect. It is difficult to distinguish from what is said by the consultants as to whether they assume that the transfer of all of the Map Library and all of FDD was necessary to accomplish their stated objective. These organizational units, embodying much more than the reference facilities within them, would if placed in OCR have to be in response to more

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far-reaching objectives than the one stated precisely by the consultants -- namely the creation of a central reference facility. Some 85% of actual manpower activity of the Map Library is thus not covered by an objective used by the consultants to recommend transfer.

4. In one sense, the objective of the consultant panel -- to have the Map Library resources represented at a central point -- could be accomplished without the complete transfer of the Map Library Division to OCR. This could be done with the physical location of the Map Reference Branch of the existing Map Library Division in close proximity to other registers and catalogues of OCR. It is not absolutely clear whether or not the consultants had only this in mind or were concerned with the actual physical transfer of the Map Library Division and of FDD. It is more probable that -- in their haste to arrive at a solution to the creation of a central reference service -- the transfer of these two units seemed to them to be the easiest and most logical way to accomplish their single objective. This latter probability is strengthened by the fact that the Consultants' Panel did not survey the operations of either the Map Library Division or FDD.

5. It may be wise to examine as objectively as possible the effectiveness of a massing together of the reference facilities of the Agency, especially that involving the Map Library Division and FDD.

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which would represent a tremendous variety of holdings in various forms of intelligence information. What worthwhile purpose can be served beyond that achieved through location of reference facilities in close proximity to each other is uncertain. The advantages of central administration of reference outlets of varied substantive operations is doubtful. It may not be possible for people to function in a central reference capacity requiring a fair comprehension of a number of detailed information systems which have been established in the first place because of their inherent complexities. I would suggest that the central reference concept involving the organizational realignment of the major components proposed by the consultant panel and used as a basic premise in their organizational recommendations be examined to establish its worth to CIA users of information.



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